



# Marine Wing Support Group Organization Decision Item

## Appendix U

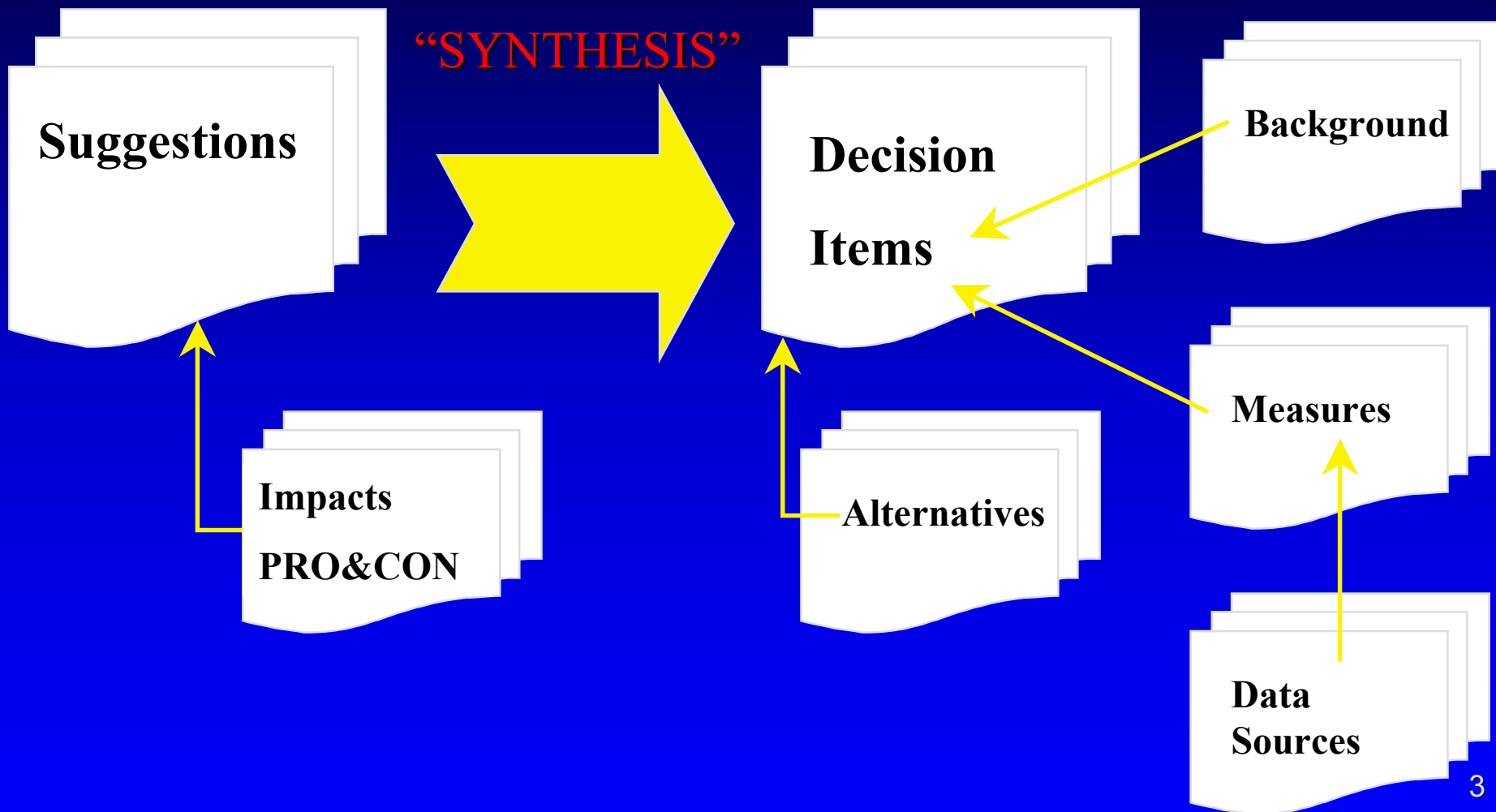
# Marine Wing Support Group

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# Methodology Overview

## DISCOVERY

## FORMULATION



# Decision Item

Decision Item: Determine the most effective and efficient organization for providing Combat Service Support to the ACE

# Discovery Findings

Suggestion 76: Overarching ACE CSS Reorganization-  
Beginning in FY02 commence the phased 5 year  
realignment of the ACE Engr., MT, food service, and MP  
functions, equipment and personnel from the MWSS to the  
CSSE. Source(s): FSPG99

### Impacts Pro

- More efficient utilization of common MAGTF assets and capabilities (FSPG, Questionnaires, and Int)
- Structure savings and manning decrease (FSPG)
- Allows MAGTF elements to concentrate on their specific war fighting capabilities (FSPG, Questionnaires, and Interviews)
- “MWSS’ always needed augmentation anyway” (Int MGEN)
- Firm step in the direction of OMFTS capable force (FSPG)

### Impacts Con

- Commands and units will lose responsiveness if they lose currently held logistics assets (Int, Questionnaires)
- Doctrine, and organization documentation will have to be changed (FSPG)
- Will be “growing pains” both within the ACE and CSSE as Engr., MT, MP and food service functions are realigned to the CSSE (FSPG)

## Suggestion 76 (Cont.): Overarching ACE CSS

Reorganization- Beginning in FY02 commence the phased 5 year realignment of the ACE Engr., MT, food service, and MP functions, equipment and personnel from the MWSS to the CSSE. Source(s): FSPG99

### Impacts Pro

- There are two FSPG 99 alternative suggestions available specifically in the areas of the Aviation Ground Support organization (MWSG/MWSS)

### Impacts Con

- Geographical dispersion of FOBs can be immense (Int, Questionnaires)
- CSS C2 exceeds FSSG capabilities (COs FSSG commands)
- Ability for the ACE to move on short notice to support expeditionary operations is dependent upon organic motor transport and engineer equipment (Int and Questionnaires MAW, MAG, and COMCAB)
- MWSS engineer and motor transport provide 8 of the 14 AGS mission essential tasks (Int and Questionnaires MAW, MAG, and COMCAB)

## Suggestion 17 & 18: Migrate selected engineer assets from MWSS to the FSSG or reallocate. Source(s): FSPG99

### Impacts Pro

- Have too much “excess” general engineer equipment throughout the MAGTF-need a CRSP, equipment rotation or some other alternative (Int, Questionnaires, Research)
- More efficient utilization of common MAGTF assets and capabilities (FSPG, Int, Questionnaires and Research)
- Allows MAGTF elements to concentrate on their specific war-fighting capabilities (FSPG)

### Impacts Con

- Commands and units will lose responsiveness if they lose currently held logistics assets (Int and Questionnaires)
- Engineering that supports FOB ops and airfield maintenance is an ACE core competency (Int Gen Officers, Commanders, and Staff MAWs, COMCABs)
- Geographical separation of FOBs makes support from external ACE units impossible (Int Gen Officers, Commanders, and Staff MAWs, COMCABs)
- Consolidation takes Marines out of units and staffs where they performed multiple tasks
- ACE will lose its expeditionary capability (Int. and Questionnaires)



# Suggestion 39 & 40: Migrate selected motor transport assets from MWSS to the FSSG or reallocate Source(s): FSPG99

## Impacts Pro

- More efficient utilization of common MAGTF assets and capabilities (FSPG, Int, Questionnaires)
- Allows MAGTF elements to concentrate on their specific war fighting capabilities (FSPG, Int)

## Impacts Con

- Commands and units will lose responsiveness if they lose currently held logistics assets (Int and Questionnaires)
- MWSS MT assets are primarily used to perform core mission of loading ordnance onto aircraft (Int CO MWSSG)
- Responsiveness will suffer (Int G-4 FSSG)
- Geographical separation of FOBs makes support from external ACE units impossible (Int G-4 MAW)
- Loss of direct control and responsiveness (FSPG, Int and Questionnaires)
- Consolidation takes Marines out of units and staffs where they performed multiple tasks

Suggestion 15 & 16: Migrate all MWSS FS and MP to the FSSG from the MWSS. Do a vertical “cut” of water supply, hygiene (laundry and shower) , Air Freight. Migrate some refrigeration and MT. Retain rest of MWSS as is. Source(s): MWSG OAG Sept 2000, Marine Air Board Conference 1999

### Impacts Pro

- Identifies some assets that are perhaps excess capabilities
- “Lightens up” the MWSS
- Retains some reduced capabilities

### Impacts Con

- “Plan” may not have been developed in a detailed manner
- Consolidation takes Marines out of units and staffs where they performed multiple tasks
- Commands and units will lose responsiveness if they lose currently held logistics assets (Int, Questionnaires)
- Will be “growing pains” both within the ACE and CSSE as Engr., MT, MP and food service functions are realigned to the CSSE (FSPG)

## Suggestion 8: FSSG provides an ACE Direct Support Group with permanent CSSDs positioned with each MWSS Source(s): FSPG99

### Impacts Pro

- Provide close coordination and planning representatives to the MAG commander (FSPG, Int FSSG)
- Establish a day-to-day relationship (FSPG, Int FSSG)
- Provides tailored support to the ACE on continual basis (FSPG)
- Maintains flexibility and ability to expand or contract CSS task organization (FSPG, Int and Questionnaires)
- More efficient use of MAGTF assets and capabilities (FSPG, Int, Questionnaires)

### Impacts Con

- Increase command & staff coordination & HQs ( FSPG, Int and Questionnaires)
- CSS C2 exceeds FSSG capabilities (Int COs FSSG, Int and Questionnaires)
- CSSDs equal MWSS- why change? (Int MGEN, Staff Officers with GCE and ACE)
- “CSSE manning levels are lowest of all MAGTF elements” (Int CG FSSG)
- USAF is adopting the MWSS concept –why change? (Int and Questionnaires)
- Establishment of priorities- set by ACE or CSSE commander ? (Int)

# Suggestion 65: Transfer control of the MWSG to the FSSG

## Source(s): Interview HQMC I&L

### Impacts Pro

- Preserves the effective relationship of the MWSG as the primary provider of direct support CSS to the Wing
- Maintains the current-level of trust between supported and supporting commands in the MAW
- Allows the FSSG the flexibility to reallocate CSS assets based on the MEF command priorities
- Leads to the reduction of excess and redundant equipment

### Impacts Con

- Commands and units will lose responsiveness if they lose currently held logistics assets (Int, Questionnaires)
- CSS C2 exceeds FSSG capabilities (Int COs FSSG, Int and Questionnaires)

# Suggestion 12: Reduce the number of MWSS to 2 per MAW and increase the general support capabilities of the MWSG Source(s): I&L HQMC

## Impacts Pro

- Provides realistic support for 2 FOBs as opposed to an unrealistic 4 per MAW
- Gives flexibility by giving the MWSG the capability to augment/reinforce MWSS operations
- Better command and control of MAW CSS assets
- Approximately 40% of current MWSS assets could be reallocated
- Maintains the capability to support FOBs located remotely from the FSSG

## Impacts Con

- Geographical dispersion of the MAW and MAG operating sites cannot be adequately supported by only 2 MWSSs per MWSG (IPR2 Response- I MEF)
- The MWSG HQ is usually placed with the MAW HQ; an increased, reinforced MWSG will not be able to support dispersed MAG operating sites (IPR2 Response- I MEF)
- The reduction to only 2 MWSSs per MWSG reduces the the immediate expeditionary capability of the MAW to simultaneously support multiple FOB operations to include FARPs (IPR2 Response- I MEF)

Suggestion 13: Tailor MWSS engineer and transportation capabilities to accomplish peacetime and initial wartime missions. Establish Task-organized Marine Wing Support Battalions (MWSB) in the FSSG to augment the MWSS during war Source(s): I&L HQMC

### Impacts Pro

- More responsive to the MAGTF commander's CSS responsibilities
- Effective and efficient use of assets during peace, war, & contingency
- Reduces excess structure
- Leverages FSSG & MWSS core competencies
- Maintains MWSS relationship with the MAG/ACE

### Impacts Con

- Lack of trust in the FSSG's ability to support
- Fear of cutting too much CSS structure from the MAGTF
- Need to determine the level of support for each peacetime MWSS
- May be less responsive to the MAG/ACE Commander's priorities
- Requires greater planning and communication between the ACE and CSSE

Suggestion 14: Merge MWSS with the CSSD in DS to the MAG in order to ensure unity of command for CSS.

Transfer control of the MWSSG to the FSSG.

Source(s): IPR2 and Questionnaire- I MEF)

### Impacts Pro

- Simplifies C2 challenges
- The MAG commander has only one CSS commander to coordinate with
- This is a permanent solution that completes the FSPG 99 recommendation that only goes half way (retain the MWSS, but provide a CSSD)

### Impacts Con

- The MAG does not possess internal AGS resources and capability
- See previous cons regarding CSSE CSSDs replacing MWSSs

# Decision Item Formulation



# FSPG Recommendations

- Migrate from MWSS to the FSSG:
  - Food Service
  - Military Police
  - Selected Engineer
  - Selected Motor Transportation
- Establish standing ACE Direct Support Group with 2 to 3 CSSDs
- FSPG observations and assumptions:
  - The MWSSs possess duplicative CSS assets to those available from the FSSG and/or Naval Constuction Force (NCF)
  - The MWSSs should provide purely air base operations

# FSPG: Selected ENGR & MT

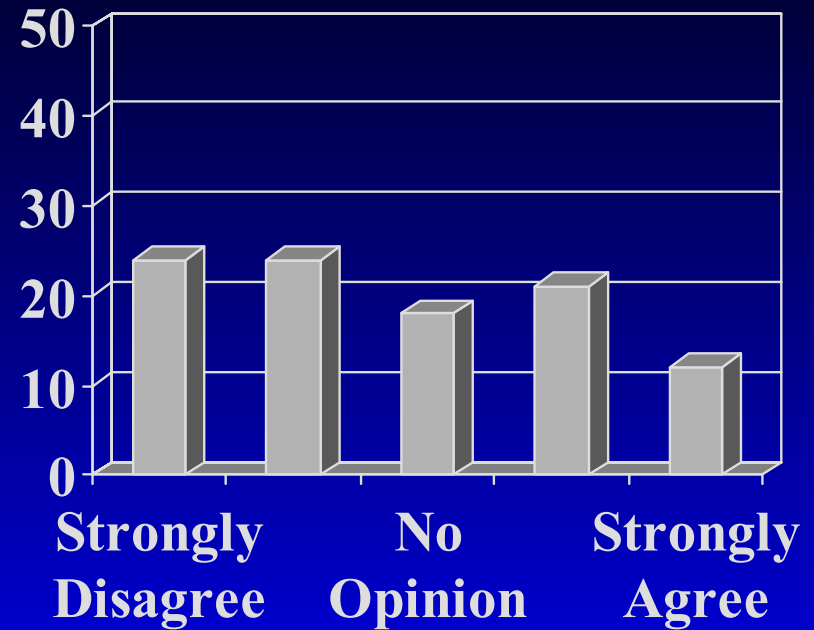
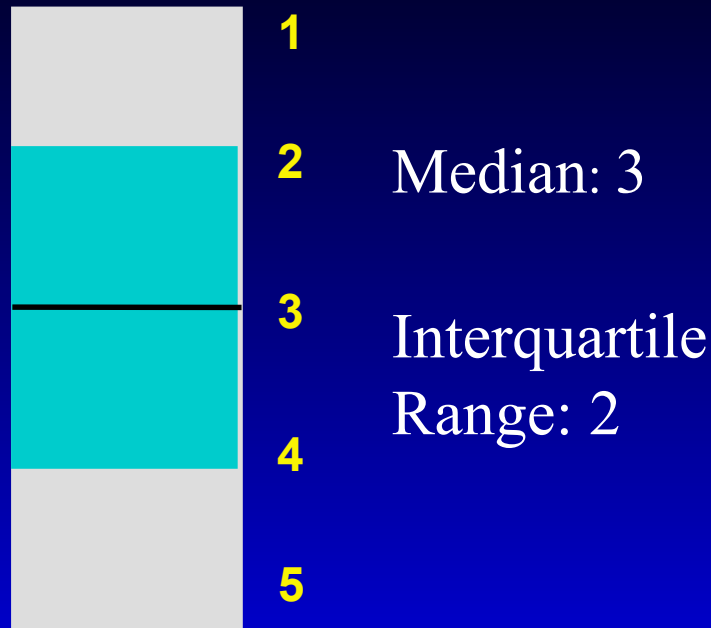
- Selected Engineer
  - Horizontal and Vertical construction
    - Bulldozers
    - Excavators, Graders
    - Forklifts, Cranes
  - Utilities
    - Water Purification, Tanks & Storage, Pumps, Bath/Shower,
    - Generators, Light Sets
- Selected Motor Transportation
  - D1072 Dump Trucks, 6 per MWSS
- Personnel
  - T/O 8702 FW MWSS – total of 5 units in Marine Corps
  - T/O 8703 RW MWSS – total of 5 units in Marine Corps
  - Many T/O Line numbers annotated “Migrated” or “Saved”

# MWSS: Current Status

- Food Service - All RDKs with associated billets will be consolidated in FSSG per FSPG
- Military Police - Action underway to initiate MP reorganization within II MEF to test functional MP Battalion Concept.
- Selected Engineer – No action
- Selected Motor Transportation – No action

**FSPG Engineer and MT recommendations neither  
accepted nor rejected**

# CSS Study Questionnaire



*Realign ACE engineer, Motor Transportation, food service, and MP functions from MWSG to the FSSG*

**Strong Opinions – Much Contention**

# Background Summary

Decision Item: Determine the most effective and efficient organization for providing Combat Service Support to the ACE

Reference Sources: FSPG, Marine Aviation Board, MWSG OAG

Interdependencies: Programs: RDK, Intrusion Detection System  
Decision Items: Marine Corps Engineering Organization (Overarching), MT Structure Review (Overarching), Consolidate MP, Consolidate Food Service  
Other Areas: MAGTF CSS Requirements and Organization, Task Analysis, NBC Defense

MAA Capabilities: 4.0 Perform Logistics and CSS

Impacts: See Suggestions with Pro & Con Impacts

# Alternatives (1 of 3)

## 1) Retain the Status Quo

- Make no changes to the structure of the MWSG/MWSS
- No migration of MT and ENGR functions
- Potential migration of FS and MP addressed separately
- Do not establish ACE DSG with CSSDs

## 2) MWSG Internal Reorganization

- Reduce number of MWSSs to 2 per MAW
- Increase GS CSS capability of MWSG
- No migration of MT and ENGR functions
- Potential migration of FS and MP addressed separately
- Do not establish ACE DSG with CSSDs

# Alternatives (2 of 3)

## **3) Partial FSPG Migration**

- Potential migration of FS and MP addressed separately
- Vertical cut of “water utilities” from MWSS
- Do not establish ACE DSG with CSSDs

## **4) Full FSPG Migration: Implement all FSPG-99 Recommendations**

- Migration of selected MT and ENGR functions from MWSS to FSSG
- Potential migration of FS and MP addressed separately
- Reduce size and scope of MWSS
- Form ACE DSG with CSSDs

# Alternatives (3 of 3)

## 5) Merge MWSSG structure into FSSG

- Form ACE DSG with CSSDs
- MWSS assets migrate to CSSDs
- Potential migration of FS and MP addressed separately
- Provide unity of command for providing CSS to ACE

**Alternatives vary by Migration of CSS Functions  
and Formation of standing ACE DSG & CSSDs**



# Effectiveness Measures

- Ability of the Marine Air Wing (MAW) to Conduct Expeditionary Operations
  - Time in days for a MAW to establish sustained flight operations at a required number of Forward Operating Bases (FOBs) in Days
  - Consider MP, Engineer, and MT functions
- Responsiveness
  - Time for FSSG to respond to immediate request for CSS Support from MAW
- Operational ability of Marine Expeditionary Force (MEF) to weight Main Effort
  - Time for a CSS asset supporting the ACE to be shifted to supporting another element within the MAGTF
  - Consider MP, Engineer, and MT functions

# Data Source Assessment

Decision Item: Organization for providing Combat Service Support to the ACE  
Measure: Effectiveness Measures

<u>Data Source</u>	<u>Quality</u>	<u>Availability</u>
OPLANS	YELLOW- RED	YELLOW- RED
Historical Records & Command Chronologies	YELLOW- RED	YELLOW- RED
Scenarios / War games	YELLOW	YELLOW

**Data not complete - missing for some alternatives**

# Efficiency Measures

- Manpower Positions
  - Ratio of 58XX, 18XX, 11XX, and 35XX billets to Staff billets
- Cost
  - O&M Costs

# Data Source Assessment

Decision Item: Organization for providing Combat Service Support to the ACE  
Measure: Efficiency Measures

<u>Data Source</u>	<u>Quality</u>	<u>Availability</u>
T/O Data	YELLOW- GREEN	YELLOW
MIMMS & SASSY (O&M Cost Data)	YELLOW- RED	YELLOW- RED

**Billet Data Billets can be developed for alternatives**

# Related Considerations (1 of 2)

- How many FOBs is the MAW required to operate?
- What is the level of effort required to establish a FOBs? Does this vary greatly?
- Once established, what is the level of effort required to support flight operations from a FOB?
- How often is the MAW required to move operations from one FOB to another during the course of a campaign?
- Do the CSS requirements of the MAW vary by campaign phase?
- What is the distinction between Aviation Ground Support and CSS? How much organic MT and Engineer capability does the MAW require?

# Related Considerations ( 2 of 2)

- Will the migration of additional CSS assets exceed the span of control of the FSSG? Is the geographic separation of the ACE an important consideration?
- What other duties are performed by Marines in billets that would migrate away from the MWSS?
- Will any of the alternatives enable the ACE to better focus on aviation operations?